



USDA Foreign Agricultural Service

# GAIN Report

Global Agriculture Information Network

Template Version 2.09

Voluntary Report - Public distribution

**Date:** 12/09/2008

**GAIN Report Number:** UK8022

## United Kingdom

### Retail Food Sector

### UK Supermarket Chain Profiles

### 2008

**Approved by:**

Rodrick McSherry  
US Embassy

**Prepared by:**

Julie Vasquez-Nicholson

---

**Report Highlights:**

This report is a Market Brief providing information about the leading UK supermarket chains: Tesco, Asda/Wal-Mart, Sainsbury's, Morrisons, Waitrose, Marks and Spencers, Whole Foods Market, Aldi and Lidl. This report gives an overview of the trading styles, and target customers of each retailer, as well as contact details for their head office.

---

Includes PSD Changes: No  
Includes Trade Matrix: No  
Annual Report  
London [UK1]  
[UK]

**Table of Contents**

<b>Foreword .....</b>	<b>3</b>
<b>UK Supermarket Chain Profiles .....</b>	<b>3</b>
Tesco .....	3
Sainsbury's .....	6
Morrisons .....	7
Waitrose .....	7
Marks and Spencer .....	8
Whole Foods Market .....	9
Aldi .....	9
Lidl .....	10
<b>Post Contact and Further Information .....</b>	<b>10</b>


## Foreword

This report is intended to supplement the report entitled “UK Retail Market Brief”, which can be found by searching under the subject heading at:

<http://www.fas.usda.gov/scripts/AttacheRep/default.asp>

## UK Supermarket Chain Profiles

### Tesco

	<p>Tesco Stores Ltd          Tesco House, Delamere Road          Cheshunt, Hertfordshire EN8 9SL          Tel: +44 1992 632 222          Consumer website: <a href="http://www.tesco.com">www.tesco.com</a>          Corporate website: <a href="http://www.tescocorporate.com">www.tescocorporate.com</a></p>
---	--

Tesco is the number one supermarket in the UK and number three globally with stores in other European countries such as: the Czech and Slovak republics, Hungary, Poland, and the Republic of Ireland. Tesco also trades in Turkey, Malaysia, Taiwan, Japan, South Korea, China, and Thailand. In 2007, Tesco opened stores in the United States under the name Fresh & Easy.

Tesco has been a market leader in the UK grocery sector for the last 25 years. They introduced the first loyalty card in the UK, which has become a highly efficient and targeted marketing system and now has over 14 million active members. Tesco was also the first UK supermarket to develop an on-line shopping service and are at present the most successful.

Tesco's progress in the UK in the last five years has been noteworthy. Tesco group sales were £46,611 million (\$74,578 million) in 2007 which was an 11.1% increase on the previous year. They employ 280,000 people.

Tesco has five different store formats, each tailored to the customers needs in a particular locality:

	Number of Stores
Extra	169
Superstore	444
Metro	172
Express	880
Home Plus	8
Total Tesco	2,184*

\*Tesco also has an additional 511 stores under the One Stop convenience store brand.

Express Stores are up to 3,000 sq ft and offer customers great value, quality and fresh food close to where they live or work. The first express store was opened in 1994 and there are now over 600 stores, selling a range of up to 7,000 lines including fresh produce, wines and spirits and in-store bakery items.

Metro Stores are between 7,000 and 15,000 sq ft. The first Metro store was opened in 1992 bringing the convenience of Tesco to town and city center locations. Tesco Metros cater to

busy customers, offering a tailored range of food lines including ready meals and sandwiches.

Superstores are between 20,000 and 50,000 sq ft. Tesco began opening Superstores in the 1970's, and during the 1980's and 1990's Tesco built a national network to which they are adding more stores every year. They respond rapidly to changing consumer needs. In recent years they have introduced a number of non-food ranges such as electronics, books etc. into Superstores.

Extra stores are usually above 60,000 sq ft in size. Since the opening of the first Extra store in 1997, the "one stop" destination store format has proved extremely popular. Extra stores offer the widest range of food and non-food lines ranging from electrical items to homewares, clothing, health and beauty and seasonal items such as garden furniture. The 100<sup>th</sup> Extra store was opened in 2004 and around twenty new Extra's open each year, many were previously superstores.

Following positive consumer response to the non-food offering, Tesco's newest type of store format is Home Plus, where stores are between 35,000 and 50,000 sq ft in size and are dedicated to non food. Tesco has opened 8 of these stores on a trial basis, if stores are successful, more non-food stores will open throughout the UK.

Tesco's main consumers are middle income. Tesco's range of food features a strong private label element. In addition to their general Tesco branded range, there are two other main ranges – Tesco Value that features basic goods at highly competitive prices and Tesco Finest, pitched at the quality end of the spectrum, with a strong emphasis on ingredients. In 2008 Tesco launched a new product range under the name of "Discounter". Three hundred and fifty discounter style branded goods were introduced which will provide better quality than its value basic range at prices cheaper than the best known brands.

Tesco currently has 1,600 product lines across both the Tesco Value and Tesco Finest ranges with an additional 350 lines in its new discounter range. A typical Tesco Superstore will stock around 40,000 product lines, of which 25,000 are food and beverage.

Tesco has positioned itself to lower prices and to keep a competitive agenda. Tesco, Asda and more recently Sainsbury's are constantly competing on price. Tesco has received considerable criticism in the press for reportedly placing pressure on suppliers to achieve its price agenda.

Tesco's multi-format stores bolster success. They allow customers to access the Tesco 'brand' at many different levels.

**Asda/Wal-Mart**

	Asda Stores Ltd. Asda House, Southbank Great Wilson Street Leeds, West Yorks LS11 5AD Tel: +44 113 243 5435 Website: <a href="http://www.asda.co.uk">www.asda.co.uk</a>
---	--

Asda is the UK's number two supermarket chain with 17.1 percent market share. Wal-Mart bought Asda in July 1999. However, Asda has retained a very British feel in-store and a distinct identity separate from its parent company.

Asda's strap-line is 'Every day low price'. This motto, together with Wal-Mart's global buying power, has contributed to the success of the UK business. Asda is driven by store expansion, non-food growth and price competitiveness. Asda has focused on large stores. However, suitable space for larger stores is hard to come by in the UK and this is hampering its expansion possibilities.

Unlike Tesco & Sainsbury's, Asda does not have a convenience store format; instead it has focused on stand-alone non-food formats. George Clothing stores and Asda Living Homestores were launched in 2003 and 2004 respectively.

Asda currently own 356 stores, predominately based in the North and South-East of England. The majority of Asda stores are in town centers or in suburban areas. Food is displayed in separate areas from clothing and non-food ranges. Asda employ 160,000 staff in the UK.

Asda generally has three store formats:

Smaller stores up to 22,000 sq ft - found in small town and suburban areas. This format has proven successful in recent years bringing Asda to locations that were once inaccessible to them.

Superstores up to 60,000 sq ft - this format in Asda is typical store size, representing ninety percent of their UK stores. These offer a wide range of food and non-food products.

Supercentres are over 100,000 sq ft in size. At present there are 24 stores in the UK and they bring together the best of Wal-Mart and full food ranges. Around half of the space is dedicated to non-food.

Asda is pitched at the lower-end of the mass market. It competes largely on price. Asda and Tesco are continually head to head in a price war, both hoping to be crowned the lowest priced supermarket. They generally price match so effectively that it is extremely difficult to call.

A typical Asda supermarket carries about 30,000 product lines, 60 percent of which are food and beverage items.

As well as branded products, Asda has a strong in store label portfolio, with sub-brands such as:

- Smartprice – Price led products
- Asda – Everyday food and non-food items
- Good For You – Fat, salt, sugar and calorie controlled products
- Extra Special – Premium food

Unlike Tesco and Sainsbury's, Asda does not have a loyalty card system. This may affect their ability to market to their customers in the future, however, they reportedly prefer to invest the money that they would need to set up the scheme into driving prices down for customers.

Despite slower growth in the last year, Asda is a strong business and a powerful player in the food and beverage market.

### Sainsbury's

	Sainsbury Plc. 33 Holborn London, EC1N 2HT Tel: +44 207 695 6000 Consumer website: <a href="http://www.sainsburys.co.uk">www.sainsburys.co.uk</a> Corporate website: <a href="http://www.j-sainsbury.co.uk">www.j-sainsbury.co.uk</a>
---	--

Until the mid 1990's Sainsbury's was the number one supermarket chain in the UK, but it has gradually lost ground to its main competitors - Tesco and Asda/Wal-Mart. Sainsbury's are currently number 3 with 15.7 percent market share.

In late 2004 a new CEO and management team were hired to address the deterioration in Sainsbury's competitive position. The new focus was on a sales led recovery. The group invested in their supply chain to improve product availability, as well as implementing price cuts and hiring more store staff. Sainsbury's has also benefited from the use of a high profile UK celebrity chef, who appears in their advertising campaigns highlighting seasonal products.

In 2008 Sainsbury's has 823 stores made up of 504 supermarkets and 319 convenience stores. Sainsbury's has annual sales of £19,287 million (\$30,859 million) and an operating profit of £535 million (\$856 million).

Sainsbury's has two types of stores: traditional supermarket and convenience stores.


Sainsbury's 319 convenience stores are on average 4,000 sq ft in size. They have limited product ranges focusing on convenience products such as sandwiches and ready meals. The stores aim for high sales turnover of a limited range of products.

As well as branded products, Sainsbury's has the following private label ranges:

- Taste the difference – Premium foods
- Blue Parrot Café – Children's healthy food
- Be Good to Yourself – Low fat foods
- Organics – Organic lines
- Basics – Price led food

Sainsbury's has tended to focus on food and beverages with a smaller footprint than Tesco and Asda.

**Morrisons**

	Morrisons Supermarkets Hilmore House, Thornton Road Bradford, West Yorkshire BD8 9AX Tel: +44 1274 494 166 Website: <a href="http://www.morrisons.co.uk">www.morrisons.co.uk</a>
---	--

Morrison's is the 4<sup>th</sup> largest UK supermarket with 375 stores. Every week 9 million customers shop in the stores and they employ 114,000 staff.

With stores located throughout the UK a typical Morrison's store is aimed at the mid-lower end consumer and stocks in the region of 24,000 product lines. The company's strategy focuses on offering unbeatable customer service and a pleasant shopping environment, however, it competes primarily on price with low prices, special offers and multi-save promotions. They also try to stock local fresh products where possible.

Approximately 55% of sales come from private label ranges. Morrison's private label portfolio consists of:

- Morrison's – Quality and Value
- The Best – Premium Foods
- Eat Smart – Healthy Foods
- Betterbuy – Price led products

Morrison's stands out from other grocery stores due to its "Market Street" feature – this is where a collection of fresh food counter stalls are designed to look like a market including butchers, bakers, fishmongers, delicatessens and salads. The majority of products sold in the Market Street are private label.

Morrison's has small non-food sections within its stores focusing on music and video, health and beauty products.

**Waitrose**

	Waitrose Doncastle Road Bracknell Berkshire, Tel: +44 1344 424 680 Website: <a href="http://www.waitrose.co.uk">www.waitrose.co.uk</a>
---	---

Waitrose is the supermarket business of the John Lewis Partnership, a leading department store chain. It offers a broad range of products and high quality ingredients to an upper-middle class customer base. Waitrose stores are located in areas where consumers with a higher than average disposable income live.

Waitrose stores are usually medium-sized compared to their UK supermarket rivals. However, Waitrose have introduced a larger store format called Waitrose Food & Home, e.g. their 5000m<sup>2</sup> store in Canary Wharf, London, and a new up-market food hall in the John Lewis department store on the well known shopping area of Oxford Street, London.

Waitrose, like the major supermarket chains, have an Internet shopping service. However, they have chosen to use a key associate company, Ocado, rather than perform their own deliveries.

Waitrose has 174 stores that are predominately based in the south of the UK. In November 2008, Waitrose opened its first store outside of the UK – in Dubai; a second store in Dubai is due to open in December, 2008.

Since Waitrose customers are less price-sensitive, Waitrose may present opportunities for American products that are of superior quality but not always the lowest priced.

### Marks and Spencer

	Marks & Spencer Waterside House 35 North Wharf Road London, W2 1NW Tel: +44 20 7935 4422 Website: <a href="http://www.marksandspencer.com">www.marksandspencer.com</a>
---	---

Marks and Spencer is one of the UK's leading consumer retailers with over 21 million people visiting its stores each week. Marks and Spencer have over 600 stores located throughout the UK, ranging from large out of town stores of over 100,000 sq ft to Simply Food Stores of around 700 sq ft. The largest store in the UK is located on London's Oxford Street in the center of London and has trading space of over 170,000 sq ft, featuring both food and clothing ranges. As well as the UK, Marks and Spencer also have 285 stores in 40 countries.

Marks and Spencer has premium quality food departments that are aimed at middle–upper class customers who are less price-conscious. They also attract customers shopping for special occasions such as dinner parties, birthdays, office celebrations, and holidays.

Marks and Spencer is also a lunchtime destination for office workers picking up sandwiches and other snack items. In order to make the most of this market Marks and Spencer have opened 205 stand alone Simply Food Stores that are convenience format stores around 700sq ft in size. They are based in town centers, train stations and motorway service stations.

Marks and Spencer pioneered the concept of chilled ready prepared food and has led the way in its development. Their food technical specifications are strict, particularly with regard to the traceability of ingredients.

Apart from few exceptions, Marks and Spencer sell products under their own label.



## Whole Foods Market

	<p>Whole Foods Market 63-97 Kensington High Street London W8 5JE Tel: +44 20 7368 6100 Website: <a href="http://www.wholefoodsmarket.com//uk/index.html">www.wholefoodsmarket.com//uk/index.html</a></p>
---	--

Whole Foods Market opened its flagship store in London's High Street Kensington in June 2007. The 80,000 square foot store is not only the largest food retail space in central London, but is also the first Whole Foods Market in Europe and marks a major step in expanding the company's brand beyond North America.

They also own four Fresh & Wild stores, which they acquired in 2004 and are based in central London. Fresh & Wild was a natural fit with the Whole Foods Market ethos and today they continue to showcase organic, natural, wholesome, and ethically sourced products. Fresh & Wild's marketing platform is to stock food without artificial colorings, hydrogenated fat, flavorings, sweeteners or preservatives.

In its first year of trading in London, Whole Foods reported significant losses. This is likely due to a number of factors including the location and size of the store, the slowdown in organic food sales, the highly publicized rise in food prices and the trend of shoppers moving towards discount food shopping.

## Aldi

	<p>Aldi Stores Ltd Holly Lane Atherstone Warwickshire, CV9 2SQ Tel: +44 1827 711800 Website: <a href="http://www.aldi.co.uk">www.aldi.co.uk</a></p>
---	---

Aldi is a German owned company who opened their first UK store in 1990. They, along with Lidl are the biggest "discounter" supermarket chains in the UK. Aldi currently have 328 stores in the UK and have three percent market share.

Thanks to the UK credit crunch Aldi has seen sales increase by 40 percent in the last 12 months and are 25 percent up year on year. A few years ago, discounter stores were seen as stores for working class families on low incomes, however, the high quality of the products, low prices and numerous awards obtained by the discounters have seen all this change. Now half of the customers through the door are those from the upper and middle class families, people who in the past would have shopped at Sainsbury's or Waitrose or is the more affluent Tesco shopper.

With a 45 percent pre-tax profits increase in the past year, it is well known that the discounters are doing well. It is definitely a case of right retailer, right place at the right time. With consumer spending likely to fall even further in the next year, both Aldi and Lidl should

be able to expect continued increases in market share. This is just the boost that the discounters needed to increase customer acceptance. Tesco, have certainly felt pressure from these stores and have developed their own “discounter” range. Aldi opens an average of one new store a week in the UK.

The majority of Aldi's products are private label. As well as their everyday range they have an up-market range called Specially Selected. The average size of Aldi stores is 1,000 sq meters. Due to limited stock consumers buy staple food and drink items from the discounter, “topped off” with specialty purchases from other retailers.

## Lidl

	<p>Lidl UK GmbH 19 Worples Road Wimbledon SW19 4JS Tel: +44 870 444 1234 Website: <a href="http://www.lidl.co.uk">www.lidl.co.uk</a></p>
---	--

Lidl, like Aldi is German owned. It opened its first UK store in 1994. Lidl operates 430 stores throughout the UK and currently has 2.3 percent market share.

Unlike Aldi, Lidl has introduced well known brands into its stores as well as private label.

Since 2005, both Lidl and Aldi have been going “up market” making their stores more attractive to meet the expectations of Middle Britain. The big difference between the discounters and the big four retailers is the number of lines they stock in store. A mainstream supermarket chain can stock 32,000 product lines compared to 1,600 in Lidl and 900 lines in Aldi. Instead of having 20 different lines of mustard, they stock one exceptionally good value product that they sell in high volume, generating higher sales.

## Post Contact and Further Information

If you have any questions or comments regarding this report, require a listing of UK importers, or need any other assistance exporting to the United Kingdom, please contact the USDA office in London at the following address:

United States Department of Agriculture  
Embassy of the United States of America  
24 Grosvenor Square  
London, W1A 1AE  
Tel: +44 20 7894 0040  
Fax: +44 20 7894 0031  
E-Mail: [aglondon@fas.usda.gov](mailto:aglondon@fas.usda.gov)  
Website: [www.fas.usda.gov](http://www.fas.usda.gov) or [www.usembassy.org.uk/fas/index.html](http://www.usembassy.org.uk/fas/index.html)

Further information on the UK retail grocery sector is available from:

British Retail Consortium(BRC)  
21 Dartmouth Street  
London, SW1H 9BP  
Tel: +44 20 7854 8900  
Website: [www.brc.org.uk](http://www.brc.org.uk)

Institute of Grocery Distribution (IGD)  
Grange Lane, Letchmore Heath  
Watford, Hertfordshire WD2 8DQ  
Tel: +44 1923 857141  
Website: [www.igd.com](http://www.igd.com)

**Other Reports of interest relating to this subject are:**

<b>Report Number</b>	<b>Title</b>	<b>Date Released</b>
UK8021	UK Retail Market Brief	12/09/2008
UK8023	Key UK Retail Outlet Profiles	12/09/2008